BC Games Society
Annual Report
2013 - 2014

BC GAMES

BRITISH
COLUMBIA

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National Library of Canada Cataloguing in Publication Data
B.C. Games Society.
Annual Report. – 2000/2001 –
Annual.
Title from cover.
Report year ends Mar. 31
Each issue also has a distinctive title.
Also available on the Internet.
ISSN 1709-089X=Annual report – B.C. Games Society.

1. B.C. Games Society – Periodicals. 2. Sports and state – British Columbia – Periodicals
I. Title. II Title: B.C. Games Society...annual report. III. B.C. Games...annual report GV585.3 B72 353.7'8 C2003-803539-1

1. Message from the Chair to the Minister Responsible

If this past fiscal year had to land on one word to describe the BC Games Society, the word to use would be 'challenging'. And in using that word it is important to note that as an organization, we can safely say we rose to those challenging times as a team, and individually.

Mission 2014 BC Winter Games faced significant attrition within its Board of Directors and at many Chair levels; progress as a result was sometimes fleeting as new volunteers were recruited to fill the void. Many in the community at one time or another faced self-doubt or community scrutiny that they could fulfill the expectations associated with hosting a BC Winter Games. Happily, the destination of a successful event outweighed their challenging journey to February 20, 2014. Mission 2014 President Brian Antonson said at the conclusion of their Games, "We hit our stride, and despite the problems here and there, we made it happen. There were many detractors who said it could NOT be done, that Mission didn't have the capability in any way; infrastructure, people, competence, capacity and we proved them wrong. We're sporting a collective community smile." It was that unfailing spirit in Mission, coupled with the strength of the BC Games Society's transfer of knowledge materials and staff resources which allowed Mission to come out on top.

The hosting of 1,300 athletes, 338 coaches and 183 officials for the four days in February pushed the community to its limits in terms of facility capacity. Through several strategic partnerships with neighbouring municipalities, venues were confirmed and competitions held. Having the BC Winter Games spread out over Abbotsford, the Township of Langley, Maple Ridge and Whistler placed an extra burden on the volunteers. As was noted previously, leadership and community pride won the day ensuring quality experiences for the hundreds of BC Winter Games athletes.

The 1,745 volunteers were supported through local businesses that provided $9,100 in cash and $257,694 in value-in-kind toward the Mission Games budget. The investment made by the BC Games Society on behalf of the Province of BC was $540,000, with an additional $124,000 coming from the District of Mission. Those dollars then leveraged additional cash and value-in-kind, such as vegetables, tents, lift tickets and office space. The BC Winter Games saw an economic impact study completed, our first since the 2008 BC Winter Games. Direct spending of $1,583,200 was attributed to Games, guest and participant spending, with $143,180 paid in provincial sales tax.

Participants and guests spoke highly and spoke often of the great work Mission did. "This was an awesome event; thank you Mission and all the volunteers for making this possible", commented one curler, while a karate athlete tweeted "Thanks Mission for the awesome BC Winter Games." Many other similar comments came to us at the conclusion of these Games but perhaps the last word should go to Mayor Ted Adlem, a staunch BC Games supporter, who said to the BC Winter Games Board of Directors, "You really have had a very positive effect on our community. You should all be very proud."

Upon the recommendations of the provincial sport sector and the Ministry, the arrival of Team BC to the BC Games Society challenged staff in an entirely different way. How do you build on multiple years of success, and ensure we appropriately honour the history, while adapting the program to fit into a new organizational structure? Clearly we were building on a model which was successful so we undertook an Appreciative Inquiry[1]. Many new ideas and approaches ensued; the creativity and thoughtful consideration given the Team BC program through this process by staff and our sport friends, gives us considerable opportunity to enhance an already effective program. Outcomes being undertaken and planned include more education for

[1] a method for studying and changing social systems that advocates collective inquiry into the best of what is

athletes and coaches as they prepare to represent their province; investments in sport in the north related to the hosting of the Canada Winter Games in Prince George; greater human resources investments in our volunteer mission staff.

As I began this message with the word "challenge", I suppose I can end it with "accomplish". This organization accomplished a lot this year and we are truly proud of our work and our abilities. At each challenge, we knew we could count on past practice or policy, or the knowledge of the volunteer or sport peer. Answers were found after consultation and discussion, with determination and passion ensuring we saw the issue through to a successful resolution.

Much still lies ahead as we enter a new fiscal year with answers still required regarding executive compensation and regarding our involvement with the BC Seniors Games Society. But know that with the same dedication and determination, we as a team of Board members and staff, will ensure success and progress on all we are given.

The BC Games Society and the BC Winter Games would not be as successful without the support and commitment of our Ministry and its employees. The Honourable Coralee Oakes saw firsthand the successes of the Mission Games. Volunteers and participants were very appreciative of her interest and her attendance at those BC Winter Games.

As Chair, I value the work of my Board colleagues and the professionalism of the staff under the leadership of President and CEO, Kelly Mann. Through policy and practice, as well as our refreshed Vision, Mission, and Values, the BC Games Society continues to raise the bar on multi-sport Games management while ensuring the maximum opportunities for community and sport are achieved through our Games. I am proud of our work, and look forward to the year ahead.

The 2013/14 BC Games Society Annual Report was prepared under the Board's direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The Board is accountable for the contents of the report, including what has been included in the report and how it has been reported. The BC Games Society realized a modest surplus of $7,652.00 against expenses of $2.44 million.

The information presented reflects the actual performance of the BC Games Society for the twelve months ended March 31, 2014 in relation to the service plan published in February 2013.

The Board is responsible for ensuring internal controls are in place to ensure information is measured and reported accurately and in a timely fashion.

All significant assumptions, policy decisions, events and identified risks, as of March 31, 2014 have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate direction, goals, strategies, measures or targets made since the 2013/14 – 2015/16 service plan was released and any significant limitations in the reliability of data are identified in the report.

Respectfully submitted,

Byron McCorkell, Chair, BC Games Society

2. Organizational Overview

The Purpose of the BC Games Society is:

To provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport and sporting activities, individual achievement, and community development. Specifically, our purpose is to:

- motivate British Columbians to achieve a higher level of fitness and physical well-being through participation in amateur sports and physical activity;
- encourage and motivate athletes, coaches, and officials to attain a higher level of skill and competitive achievement;
- organize competitive sport events that will serve as preparation for higher level competition and play an integral role in the BC sport delivery system;
- provide each hosting community with a legacy of experienced volunteers and facility improvements;
- share the spirit of the Games with British Columbians of all regions of the province; and
- celebrate the community.

The BC Games Society (Society) was established in 1977 to provide community and sport development opportunities across BC. The Society is included in the public accounts of the Government of British Columbia and is a service crown agency subject to the *Budget Transparency and Accountability Act*. The Society was incorporated under the *Society Act* of British Columbia in 1987 to provide event management leadership to achieve sport, individual, and community development.

The BC Games Society office is located at 200 - 990 Fort Street in Victoria, BC.

Since 1978, the BC Games Society has been staging the BC Winter and BC Summer Games. The two events, held every even calendar year, are BC's largest regularly scheduled multi-sport events. Located in Victoria, the Society provides event management support, volunteer and participant management software, and financial resources to each of its Games hosts. These host communities then form separate not-for-profit societies for the three-year cycle of their Games management.

Provincial funding for the BC Games Society is provided through a *Transfer Under Agreement* signed by the Sport Branch of the Ministry of Community, Sport and Cultural Development.

The core business of the BC Games Society is the event management of the BC Winter and BC Summer Games – that is, through guidelines, policies and standards, and BC Games event managers' expertise, key volunteers are trained and guided through the successful planning, preparation, and delivery of a major event.

The BC Games Society also provides accountability oversight of the Province's grant to the host community and is responsible for athletes' travel to and from the Games. It is these two responsibilities that also account for a major part of the Province's financial support of BC Winter and Summer Games.

Through an annual service contract with the BC Seniors Games Society, the BC Games Society also provides event management services to the annual BC Seniors Games. Communities across the province embrace the BC Games as an opportunity to highlight their citizens, facilities, and hometown pride to the rest of BC. While the BC Games are a four-day celebration, the legacy of these multi-sport events carries forward in new and improved facilities, enhanced volunteers skills, and economic impacts resulting from participant and visitor spending, and legacy investments.

Key partners and stakeholders include provincial and multisport organizations, corporate partners, civic governments, school districts, host societies and their local supporters and volunteers, athletes, and coaches.

VISION, MISSION, VALUES

Vision

We strive to inspire exceptional experiences through sport.

Mission

The BC Games Society is the leadership organization that guides the BC Winter and BC Summer Games and prepares Team BC for national multi-sport Games. We build on the expertise and support of partners to create development opportunities for athletes, coaches, officials, volunteers, and communities.

Values

Integrity, trust, and respect are the core of our game plan.

Dedicated – committed to the goal
Accountable – embracing responsibility
Collaborative – fostering dynamic teams
Evolving – adapting the game plan
Excellence – achieving personal bests

3. CORPORATE GOVERNANCE

The BC Games Society, as a Service Crown Agency, is responsible to the Minister of Community, Sport and Cultural Development.

A fifteen-member community-based Board of Directors, appointed by Ministerial Letter, sets the strategic direction of the BC Games Society, in partnership with the provincial sport sector, and approval of the Minister. President and CEO, Kelly Mann, is given direction by the Board and is accountable for managing the operations of the Society. The Director's activities and responsibilities are governed by *Best Practice Guidelines for Governance and Disclosure for Governing Boards*.

The Society receives its core funding through a Transfer under Agreement with the Sport Branch of the Ministry of Community, Sport and Cultural Development.

The Board of Directors' guiding principles are:

- Accountability and Performance
- Openness, Trust and Transparency
- Stewardship, Leadership and Effectiveness
- Clarity of Roles and Responsibilities
- Service and Corporate Citizenship
- Value, Innovation and Improvement

BOARD MEMBERS AND COMMITTEES

Cathy Priestner Allinger, Chair, West Vancouver[2]
Sharon White, Provincial Government, Victoria[2]
Susan Archibald, North Vancouver
Sue Bock, Trail
David Calder, Victoria[3]
Moira Gookstetter, Vancouver
Chris Graham, Victoria[3], ex officio representative from the Government of BC
Kjeld Brodsgaard, Victoria
Wade Loukes, Prince George
Simon Whitfield, Victoria[3]
Jamie Choi, Vancouver
Rochelle Winterton, Vancouver[3]
Renee McCloskey, Prince George[2]
Sarah Zimmerman, Terrace[3]
Byron McCorkell, Kamloops
Donna Mihalcheon, Vernon

Committees of the Board

Finance – responsible for the review of all financial reports, audited statements and supporting financial materials in order to make recommendations to the Board.

Jamie Choi, Chair
Susan Archibald
Byron McCorkell
Sharon White
Donna Mihalcheon

[2] Retired January 30, 2014
[3] New as of January 31, 2014

Sport – reviews and recommends to the Board, sports and communities for inclusion in the BC Winter and Summer Games.

Kjeld Brodsgaard, Chair
Wade Loukes
Moira Gookstetter

Marketing and Communications – assists in the development of the strategic direction for marketing the BC Games, as well as recommending options for Corporate Partner benefits and acquisition.

Renee McCloskey, Chair
Susan Archibald
Sue Bock
Sharon White

The BC Games Society office is located at 200 – 990 Fort Street, Victoria, V8V 3K2. Our telephone number is 250.287.1375 and our email address is info@bcgames.org

Complete biographies on Board members and Board policies are available on our website. The BC Games Society complies with the provincial government's Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations.

http://www.bcgames.org/AboutUs/BoardofDirectors/BoardGovernance.aspx

4. Report on Games Performance

Bringing the business community to aid in the success of the BC Winter and BC Summer Games is critical as their support contributes significantly to the overall success of each Games, while ensuring government's investment is maximized. In support of our core business, it is important that the operations of the Society are supplemented through corporate partner investment. The goals, measures, objectives, and targets identified in this annual report acknowledge the need to ensure financial stability of our organization.

By establishing the BC Winter and BC Summer Games as a focal point for athlete and coach development, it is important that we measure benchmarks in the successful progression of athletes and coaches. This annual report also highlights success in this area.

The District of Mission added its name to the roster of communities who can claim having hosted the BC Winter Games. With the generous support of their neighbours Abbotsford, the Township of Langley, and Maple Ridge, Mission hosted 1300 athletes, 338 coaches, and 183 officials in 18 different sports.

Adding to the enthusiasm of hosting the BC Winter Games was the first-time inclusion of Special Olympics Basketball and the return of Wheelchair Basketball. Both sports performed well, with their respective athletes and coaches using the Games as a stepping stone toward further provincial and national level play.

By their own admission, Mission was stretched for facilities and volunteers, making certain aspects of the Games planning cycle a little more challenging. With great perseverance and dedication, coupled with the guidance of the Society through our transfer of knowledge program and staff experience, the final result was successful and fulfilling for all those involved. Participants and guests spoke highly and spoke often of the great work Mission did. "It is always amazing to see all the hard work that goes into organizing and executing these Games", said Scott Tapson, Jazz Aviation Vice President, while a diving athlete tweeted "Best memory ever! Literally crying! Thank you so much for this opportunity." Many other similar comments came to us at the conclusion of these Games with one important quote attributable to Games Vice President, Pam Alexis who stated," Thanks for everything. Our community was taken to the next level in so many areas. Remember us for our resilience"

A challenge to Mission's success is directly attributable to the erosion of the volunteer base seen throughout BC. Whether based on community fatigue (more events, greater reliance on volunteerism in my sectors), an aging population, or a demographic shift, communities do struggle with recruiting the significant amount of men and women who contribute to the success of any large scale event.

When the BC Games Society renewed its mission and values statements in October 2013, we wanted the words to reflect what we see in our host communities every day. The values of Dedicated, Accountable, and Collaborative are some of what the BC Games Society espouses each day but we really see it in the volunteers who stage the Games each and every time. The 1,745 volunteers who supported the planning and implementation of the 2014 BC Winter Games never quit despite some obstacles which came their way. Whether in the early stages when no snow at Hemlock Resort was a distinct possibility, or at Games time when too much snow posed other challenges, the volunteers rallied, thought through changing scenarios and capitalized on what was ultimately presented to them. As the words of the participants attest, they conquered their challenges and gained a confidence perhaps not seen before in the District of Mission.

Equal to the task were the eighteen Provincial Sport Organizations whose zone teams attended the BC Winter Games to showcase their aspiring athletes and coaches. As these BC Winter Games were the last before the 2015 Canada Winter Games coming in February, many athletes found themselves under additional pressure as they had their eye on competing in Prince George as part of Team BC. For skip, Tyler Tardi of the Langley Curling Club, the Mission Games represented a stepping stone in his quest to Team BC. "I had an awesome time at the BC Winter Games with my team, Nicholas, Scottie, and Josh. We played hard and won the Bronze Medal. Thanks to the organizing committee and all the volunteers; - it was great!" In addition to the team's successes, Tyler won the BC Winter Games W. R. Bennett Award for Athletic Excellence. "I am so honored and wish to thank Curl BC for nominating me, all of my teammates and all the people who have worked with me during my curling career." Tyler's team subsequently qualified for the Canada Winter Games, joining many other BC Games alumni who will proudly carry the BC flag.

These BC Winter Games also saw us celebrate a twenty-five-year relationship with Jazz Aviation, formerly Air BC. Working with such a dedicated corporate partner such as Jazz speaks volumes to the value they place on community and sport. As Scott Tapson, Jazz' Vice President of Business Development stated, "We are very proud of our 25 year relationship with the BC Games Society and the extraordinary Games that have been held over the years." This consistent relationship with a major partner aids us greatly in maximizing our resources and also assists in bringing other partners into our corporate family. Coast Capital Savings negotiated a three-year relationship with the Society which will begin with the Nanaimo 2014 BC Summer Games. Among the benefits provided to the BC Games Society and their participants will be sixteen athletic bursaries given to female and male athletes who exemplify excellence in sport and community involvement.

RISK AND SENSITIVITIES

During the period covered by this Annual Report, the BC Games Society provided event management services to host communities to deliver the Mission 2014 BC Winter Games, Nanaimo 2014 BC Summer Games, the Kamloops 2013 BC Seniors Games and the Langley 2014 BC Seniors Games. We have also begun planning for the Penticton 2016 BC Winter Games.

Additionally, staff is working closely with key sport volunteers as Team BC begins in earnest planning for the Prince George 2015 Canada Winter Games and the Wood Buffalo 2015 Western Canada Summer Games.

The BC Games Society relies on third-party delivery for the recruitment of athletes who attend the BC Winter and BC Summer Games. This recruitment and training of attending coaches and officials is the responsibility of the participating Provincial Sport Organizations (PSOs). Their successes in recruitment and training are reflected in our statistics pertaining to athletes and coaches. While the BC Games Society provides the Games as an opportunity for athlete, coach, and officials' development, the onus is on the Provincial Sport Organizations to make the most of this event to help develop their sport.

The BC Games Society is staffed by ten full-time employees, six of whom spend significant periods of time travelling to the host communities in support of volunteers. Three administrative staff assist in their work, and aid the functions of the President and CEO's office, and the Board of Directors. Our Guidelines for the Host Community, an on-line Transfer of Knowledge resource exclusive to the BC Games Society, empower the volunteers with tasks, timelines, and samples, meaning that staff time is maximized, and any one manager can provide assistance to possibly as many as six communities concurrently.

As noted in the results on the following pages, the BC Games Society was able to meet its objectives. These results further express the value of the BC Games in sport and community development. The Society has spent considerable time working with the sport sector to position the Games as an exceptional development opportunity for athletes and coaches. The Games are considered an entry point into the high performance system and multisport Games pathway leading to Team BC and international Games such as the Olympics and Paralympics. The BC Winter and BC Summer Games provide opportunities for provincial and multi-sport organizations to align participation and competition with the Canadian Sport for Life approach. The Society continues to work with the sector to also integrate opportunities for athletes with a disability, First Nations and Special Olympics. Through our actions, the Board and staff of the BC Games Society remain committed to joining its numerous partners in sport and recreation in furthering positive health, social, and economic outcomes for the Province of BC and its citizens. This includes lasting legacies in all host communities such as trained volunteers, new and improved facility infrastructure, hosting experience, job creation and skill development, positive economic impact, sport development and community pride.

While able to provide for a modest surplus in this past fiscal year, the BC Games Society is aware of, and manages to the best of its abilities, escalating costs outside of its control. Lease costs, insurance premiums, air and bus travel for our participants to attend the BC Games, as well as service contract commitments all contribute to cost pressures.

Outside of the objectives reported in the following pages, BC Games Society also:

With respect to Hosting BC:

- in partnership with Destination BC and ViaSport the www.hostingbc.ca website is transitioning to be integrated within the new www.viasport.ca creating a valuable, integrated event and facility database

With respect to Volweb.ca:

- continue to manage the volweb.ca website
- validity of the site is under review with the recognition that the technology requires significant updates

5. BENCHMARKING

With a revised survey[4] of Provincial and Territorial Games across Canada as a reference, the BC Games Society is able to draw comparisons on a number of policy and results based areas. Provincial and Territorial Games programs vary with population size and provincial investment; however, there is consistency across the Games to align with the Canadian Sport for Life (CS4L) Framework in the Learn to Train / Train to Train phase of development. The BC Games moved to this model in 2000, recognizing that a few jurisdictions have moved to this model only within the past few years. The BC Winter and BC Summer Games relishes strong working relationships with Provincial Sport Organizations and has complete compliance related to Canadian Sport for Life[5] with the Provincial Sport Organizations involved in the Games, while other Provincial Games, following the same model, have inconsistent compliance and implementation through their provincial sport systems.

Identifying Provincial Games at the Learn to Train / Train to Train phase of development, places the events as a stepping stone towards higher levels of competition such as the Canada Winter and Canada Summer Games. Saskatchewan, Ontario and BC track the progression of their athletes and coaches to higher levels of competition, including the Canada Games. For the Sherbrooke 2013 Canada Summer Games, Team BC was comprised of 40% BC Games alumni, while Team Ontario had 35 % of their team made up of Ontario Games alumni, and Saskatchewan did not track their alumni for these Canada Games.

Comparing coaching certification standards shows that the BC Games require the highest level of certification (NCCP Level 2 or equivalent) matched only by the Ontario Games. Quebec has 100% compliance regarding coach certification although their levels vary subject to the sport and phase of the athletes' development. At our BC Winter Games, 92% of head coaches had the required training for their sport. Setting and meeting standards and performance measures raises the bar for coach development in B.C. and helps build these resources for communities across the province.

Other related benchmarking has been done pertaining to community impact, volunteer satisfaction, and leveraging opportunities related to Games management, strongly indicating the BC Games Society's role in Games and event management leadership in Canada. Our current memorandum with the Prince George 2015 Canada Winter Games to support their planning and implementation reinforces our standing as event management leaders.

[4] survey completed in November 2013

[5] a movement to improve the of sport and physical activity in Canada.

6. Alignment with Government's Strategic Plan

The BC Games Society continues to support Government's priorities (e.g. support for families, job creation and attracting investment, more liveable and workable communities) as identified in their Strategic Plan by providing opportunities for, economic development (sport hosting), enhanced skills training for volunteers and job creation in host communities, ensuring Games' financial and human resources practices are available to the general public. Similarly, the Ministry's BC Sport Strategy goals of increased sport participation, health and social benefits, excellence, and event hosting were supported through providing an "arena" in which all three could be showcased and enhanced.

Additionally, the BC Games Society implemented the direction given through the 2013 Government's Letter of Expectation (GLE), signed in partnership with the Ministry, as follows: The entire GLE may be read at www.bcgames.org under "About Us."

Direction	*Response*
A. Continue to plan for and implement, in alternate fiscal years, the BC Summer Games and BC Winter Games.	a. Ongoing. Completed the 2014 BC Winter Games in Mission and currently preparing for the 2014 BC Summer Games in Nanaimo.
B. In partnership with the BC Seniors Games Society, assist in the delivery of the annual BC Seniors Games	b. provided event management services to the Kamloops 2013 BC Seniors Games which involved 3,600 participants and 1,705 volunteers, and to the Host Society preparing for the Langley 2014 BC Seniors Games which anticipates 3,800 participants and 1,500 volunteers for September 2014.
C. Continue to align BC Winter and BC Summer Games with Canadian Sport for Life goals and objectives and contribute to provincial and sector goals to increase participation and achievement in sport.	c. Ongoing. BC Summer and BC Winter Games age categories are aligned with Provincial Sport Organization's long-term athlete development models and general sport participation goals are promoted for all ages and ability.
D. Where possible, provide advice and expertise to help support the host society for the delivery of the 2015 Canada Winter Games in Prince George.	d. BC Games Society is also managing the Team BC Program providing operational support and expertise for the 2015 Canada Winter Games and the 2015 Western Canada Summer Games.
	e. Signed first-ever agreement between a Canada Games and a provincial Games organization to share resources and information; reduce budgets by sharing Games' inventory and equipment; cross-promotion through communication and events.

GOAL 1 – EFFECTIVE MANAGEMENT OF BC WINTER GAMES, BC SUMMER GAMES, AND PARTNER GAMES

Objectives

In partnership with the Mission 2014 BC Winter Games and the Nanaimo 2014 BC Summer Games, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.

KEY STRATEGIES

Provide concise written online materials to support the volunteers in creating quality BC Games.
Promote PSO's use of the BC Winter and BC Summer Games through Memorandums of Understanding as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a key network of key sport volunteers across the province.

Performance Measures	Actuals				Variance and/or Comments Related to Measures	Current Target	Target Year 2	Target Year 3
	10 / 11 Township of Langley 2010 Summer	11 / 12 Greater Vernon 2012 Winter	12/13 Surrey 2012 Summer	13/14 Mission 2014 Winter		13/14 Mission 2014 Winter	14/15 Nanaimo 2014 Summer	15/16 Penticton 2016 Winter
Volunteers use and value online tasks, samples, and protocols to effectively manage their BC Games[6].	83% satisfaction rating of online resources.	93% satisfaction rating of online resources.	83% satisfaction rating of online resources.	92% satisfaction rating of online resources.	Consistently high rate of satisfaction is testament to the enthusiasm volunteers bring to the project, while recognizing the thoroughness and professionalism of our approach to volunteer management.	85% satisfaction	85% satisfaction	85% satisfaction
Head coaches attending the BC Winter and BC Summer Games are certified to the required National Coaching Certification Program level II.[7]	91% of coaches were certified to required standard.	88% of coaches were certified to required standard.	92% of coaches were certified to required standard.	92% of coaches were certified to required standard.	80% of head coaches attending a BC Games are new each year. High levels of coach certification provide athletes with competent and effective support, helping them to perform at their best. This certification standard also brings increased coaching skills back to home communities.	80% of coaches will be certified to required standard.	85% of coaches will be certified to required standard.	80% of coaches will be certified to required standard.

[6] statistics gathered from volunteers using Survey Monkey online tool
[7] coaching information provided by Provincial Sport Organizations and/or Coaching Association of BC

BC Winter and BC Summer Games athletes and coaches move on to higher levels of competition including the Canada Games. [8]	55% (133) athletes and 63% (29) coaches attending the 2011 Canada Winter Games were BC Games alumni. (57% of entire team).	41% (183) participants at the 2011 Western Canada Summer Games were BC Games alumni.	No Team BC events to measure in this fiscal.	39% (135) athletes and 47% (28) coaches attending the 2013 Canada Summer Games were BC Games alumni. (40% of entire team).	Percentage of alumni was lower than predicted due in part to changes in the Canada Games sport package.	2013 Canada Summer Games to include 60% BC Games alumni.	Expect 70% of the 2015 Canada Winter Games to have BC Games experience.	50% of the 2015 Western Canada Summer Games team to have BC Games experience
Legacies from BC Winter and BC Summer Games include new sport club development, trained volunteers, and facility upgrades[9].	2599 volunteers were recruited and trained. Direct cash investment in sport was $67,900. Legacy investment was $75,319.	2210 volunteers were recruited and trained. Direct cash investment in sport was $68,004. Legacy investment was $119,408.	2850 volunteers were recruited and trained. Direct cash investment in sport was $45,753. Legacy investment was $139,517.	1745 volunteers were recruited and trained. Direct cash investment in sport estimated to be $80,370. Legacy investment was $40,000.[10]	The capacity and experience of the community was limited which showed in lower than expected volunteer numbers and legacy amounts.	Anticipated volunteer recruitment to be 2300. Investment in sport equal to $60,000. Legacy investments post Games anticipated to be $65,000.	Anticipated volunteer recruitment to be 3100. Investment in sport equal to $80,000. Legacy investments post Games anticipated to be $75,000.	Anticipated volunteer recruitment to be 2300. Investment in sport equal to $60,000. Legacy investments post Games anticipated to be $65,000.

[8] Team BC data provided by the Sport Branch, Ministry of Community, Sport and Cultural Development
[9] figures taken from host community audited statements
[10] Estimated as of April 2014 with the final audit still to be conducted

GOAL 2 – ENTREPRENEURIAL ACTIVITIES

Objectives

To ensure the financial sustainability and enhancement of the BC Games through entrepreneurial activity by increasing the level of non-governmental fiscal support of the BC Winter and BC Summer Games.

KEY STRATEGIES

Establish new and maintain existing corporate partners through delivery on our contractual obligations.
Provide supportive documentation and event management to Host Societies to recruit and develop local financial and/or in-kind support.

Performance Measures	Actuals[11]				Variance and/or Comments related to measures	Current Target	Target Year 2	Target Year 3
	10 / 11 Township of Langley 2010 Summer	11 / 12 Greater Vernon 2012 Winter	12/13 Surrey 2012 Summer	13/14 Mission 2014 Winter		13/14 Mission 2014 Winter	14/15 Nanaimo 2014 Summer	15/16 Penticton 2016 Winter
Corporate Partners provide cash and in-kind services to offset budgeted expenditures.								
Jazz Aviation	Completed second year of agreement. Renegotiations for two-year agreement.	Completed first year of agreement.	Continued with second year of agreement.	Completed first year of agreement.	Jazz partnership limited to charter aircraft only. Savings of $11,389 on contract.	Jazz begins with first year of two-year agreement.	Jazz continues with second year of two-year agreement. Negotiations begin for renewal.	Jazz Air signs new two-year agreement.
Global BC	Provided $237,000[12] of coverage.	Provided $269,000 of coverage.	Provided $280,124 of coverage.	Provided $300,372 of coverage.	Global BC continues to support the BC Games with production, promotional time, and news coverage.	Continue third year of ongoing agreement.	Continue fourth year of ongoing agreement. Negotiations begin for four-year continuation.	Global BC signs four-year agreement.
BC Lottery Corporation	BC Lottery Corp. signed to one-year deal valued at $35,000	Agreement not renewed as of January 2011			Community investment dollars now targeted to other purposes. Overall society budget reduced to reflect loss of revenue.			
CN	CN declined opportunity to be involved.	Negotiations begin for agreement for 12/13.	CN signed a one-year, $60,000 agreement.	CN signed a one-year, $30,000 agreement.		Renegotiate with CN for a one-year agreement.		

[11] sources for financial figures from respective corporate contracts and community audited statements.
[12] Global's valuation of airtime on CHAN. 44% of ad exposure was in primetime. News coverage accounted for estimated $90,000 of total value.

Black Press		Black Press signed four-year agreement. $165,000 advertising value for 2012 Winter Games.	Completed second year of agreement. $183,000 advertising value for 2012 Summer Games.	Completed third year of agreement. $140,187 advertising value for 2014 Summer Games.		Complete third year of four-year agreement.	Complete fourth year of four-year agreement. Renegotiate for extension.	Begin first year of four-year agreement.
Host Community budgets are supported by local government and business through cash and in-kind contributions.								
	Received $35,391 cash and $287,236 value in-kind.	Received $162,800 cash and $494,000 value in-kind.	Received $105,938 cash and $320,340 value-in-kind.	Received $9,100 cash and $257,694 value-in-kind.	Leveraging the provincial investment to this degree is attributable to the dedication of the President and Vice President and the support of the business community.	Mission receives $40,000 cash and $300,000 value-in-kind	Nanaimo receives $60,000 cash and $500,000 value-in-kind	Penticton receives $40,000 cash and $300,000 value-in-kind

7. Financial Report

Management Discussion and Analysis

Assessment of Results of Operations and Changes in Financial Conditions

Summary Financial Outlook 2012/13 to 2016/17 in 1000's	12/13 Actual	13/14 Budget	13/14 Actual	Budget Variance	Year [1] Variance	14/15 Forecast	15/16 Forecast	16/17 Forecast
Revenues								
Ministry Grant	2,105	2,013	2,013	0	(92)	2,013	2,013	2,013
Other Revenues	664	606	435	(171)	(229)	865	614	808
Total Revenues	**2,769**	**2,619**	**2,448**	**(171)**	**(321)**	**2,878**	**2,627**	**2,821**
Expenditures								
Grants	869	522	522	0	(347)	102	525	560
Games Operations[2]	554	760	587	(173)	33	1,394[3]	811	970
Overhead[4]	1,207	1,337	1,331	(6)	124	1,382	1,291	1,291
Total Expenses	**2,630**	**2,619**	**2,440**	**(179)**	**190**	**2,878**	**2,627**	**2,821**
Operating Income (Loss)	139	0	8	**8**	**(131)**	0	0	0
Accumulated surplus, beginning of the year	646	785	785			793	793	793
Accumulated surplus, end of the year	**785**	**785**	**793**			**793**	**793**	**793**
FTEs	**9**	**10**	**10**			**10**	**10**	**10**
Capital Expenditures	**34**	**19**	**31**			**35**	**35**	**35**

[1] variances due to comparisons between BC Winter and BC Summer Games

[2] includes Team BC operating dollars through contract with ViaSport

[3] participant travel to Vancouver Island results in higher operating costs

[4] includes salaries & benefits of $747,905 & rent and office and business expenses of $171,310

FINANCIAL REPORT

Facing a possible budget shortfall in the 2013 / 2014 due to our planned Surrey 2012 BC Summer Games surplus return being credited to the 2012 / 2013 year, the society still managed to post a nominal surplus of $7,653. Savings this past year were attributable to less costly travel to our host cities of Mission and Nanaimo, meaning fewer flights and hotel stays.

Our significant expenditures still remain the grants provided to our hosts and the bus and flight travel we provide to transport participants from the four corners of British Columbia. Specifically, this past fiscal year we granted Mission and Nanaimo $496,500, while spending $495,587 on charter bus and air travel. Thanks to our twenty-five-year partnership with Jazz Aviation, we receive a 5% savings on those charters which is reflected in this travel total.

Work to conclude the Mission 2014 BC Winter Games financial audit is still underway but we do anticipate a modest return from their portion of budget savings. Those savings are a result of local business investment in the Games to offset budgeted line items. As has been mentioned, volunteer attrition was problematic in Mission and the fundraising area of the Games was no exception. A mid-stream change in responsibilities meant a slow start to acquiring local business support, resulting in $9,100 in cash and $257,694 in value-in-kind. By comparison, Greater Vernon 2012 BC Winter Games garnered $162,800 and $494,000, resulting in a surplus return of $101,752. The BC Games Society recognized the challenges in Mission during our 2014 / 2015 budget process and we have been very conservative in our expectations on surpluses from Mission.

Major Risks and Opportunities

As a small component of our communications plan for this fiscal year, the BC Games Society was pleased to honour our twenty-five-year partnership with Jazz Aviation. What began with Air BC, has endured some improbable financial and industry challenges. This next year we will similarly honour Global BC (nee BCTV) for thirty five years of a continuous partnership. These two long-standing friends were again joined by Black Press and CN as members of our corporate family. Their collective contribution of cash and value-in-kind totalling $500,000 supports our work across BC, while providing profile to these industry leaders. In 2013 / 2014 we were pleased to welcome Coast Capital Savings to a three-year partnership beginning with the Nanaimo 2014 BC Summer Games, adding to the collective good our partners provide.

Managements Responsibility for Financial Reporting

The financial statements of the BC Games Society have been prepared by management in accordance with Canadian generally accepted accounting principles. The financial statements present fairly the financial position of the Society as at March 31, 2014 and the results of its operations.

Management is responsible for the integrity of the financial statements and has established policies as conveyed by the Auditor General of British Columbia regarding internal controls to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and financial statements prepared in a timely manner. Inherent to the concept of reasonable assurance is the recognition that there are limits in all internal control systems and that system costs should not exceed the expected benefits.

Kelly Mann
President and CEO

Marlon Badesso, BComm, CA
Hutcheson & Co.

Financial Statements of

BC GAMES SOCIETY

Year ended March 31, 2014

CHARTERED
ACCOUNTANTS

Management's Report

Management's Responsibility for the Financial Statements

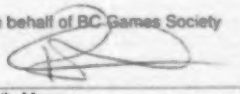
The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities, in part, through the Audit Committee. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Dickson Dusanj & Wirk Chartered Accountants, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of BC Games Society and meet with the Audit Committee at least annually. The accompanying Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of BC Games Society



Kelly Mann
President and Chief Executive Officer

DICKSON DUSANJ & WIRK CHARTERED ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To: The Board of Directors of the BC Games Society

The Minister of Community, Sport & Cultural Development

Report on Financial Statements

We have audited the accompanying financial statements of BC Games Society (the "Society"), which comprise the statement of financial position as at March 31, 2014 and the statements of operations and accumulated surplus and changes in net financial assets and cash flows for the year ended March 31, 2014 and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2014 and the results of its operations and changes in net financial assets and cash flows for the year ended March 31, 2014 in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting principles in Canadian public sector accounting standards have been applied on a consistent basis.

Dickson Dusanj & Wirk

Victoria, B.C.
May 15, 2014

Chartered Accountants

BC GAMES SOCIETY

Statement of Financial Position

March 31, 2014, with comparative figures as at March 31, 2013

		2014	2013
Financial assets			
Cash and cash equivalents		$ 867,937	$ 578,130
Accounts receivable		122,787	131,042
Due from government organizations	(Note 4)	6,677	13,012
		997,401	722,184
Liabilities			
Accounts payable and accrued liabilities	(Note 5)	344,784	84,903
Net financial assets		652,617	637,281
Non-financial assets			
Tangible capital assets	(Note 6)	138,769	144,299
Inventories held for use		1,570	3,724
		140,339	148,023
Accumulated surplus		$ 792,956	$ 785,304

Contractual obligations (note 11)

See accompanying notes to financial statements.

APPROVED BY THE BOARD

Director

Director

BC GAMES SOCIETY

Statement of Operations and Accumulated Surplus

Year ended March 31, 2014, with comparative figures for 2013

		Budget (Note 2(j))	2014	2013
Revenue:				
Province of British Columbia grants		$ 2,002,000	$ 2,012,500	$ 2,105,000
Athlete registration		170,000	185,286	307,070
Contractual revenues	(Note 9)	12,000	147,891	2,239
BC Senior Games Service Agreement		55,000	55,000	55,000
Funding partners		100,000	30,000	60,000
Interest earned		3,000	16,096	9,456
Surplus recoveries		65,000	-	230,712
Other revenue		-	382	-
Souvenirs		5,000	-	-
		2,412,000	2,447,155	2,769,477
Expenses:				
Administration	(Note 10)	1,217,000	1,403,234	1,207,385
Games operating costs		755,000	514,769	553,624
Operating grants		440,000	521,500	869,500
		2,412,000	2,439,503	2,630,509
Annual surplus		-	7,652	138,968
Accumulated surplus, beginning of year		785,304	785,304	646,336
Accumulated surplus, end of year		$ 785,304	$ 792,956	$ 785,304

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Changes in Net Financial Assets

Year ended March 31, 2014, with comparative figures for 2013

	Budget (Note 2(j))	2014 Total	2013 Total
Annual surplus	$ -	$ 7,652	$ 138,968
Acquisition of tangible capital assets	(19,000)	(38,841)	(30,775)
Amortization of tangible capital assets	40,000	40,935	38,865
Gain on sale of tangible capital assets	-	(382)	-
Proceeds on sale of tangible capital assets	-	3,818	
	21,000	5,530	8,090
Acquisition of inventories held for use	-	-	(6,448)
Consumption of inventories held for use	-	2,154	3,760
	-	2,154	(2,688)
Increase in net financial assets	21,000	15,336	144,370
Net financial assets, beginning of year	637,281	637,281	492,911
Net financial assets, end of year	$ 658,281	$ 652,617	$ 637,281

See accompanying notes to financial statements.

BC GAMES SOCIETY

Statement of Cash Flows

Year ended March 31, 2014, with comparative figures for 2013

	2014	2013
Cash provided by (used in):		
Operating activities:		
Annual surplus	$ 7,652	$ 138,968
Items not involving cash:		
Amortization of tangible capital assets	40,935	38,865
Gain on sale of tangible capital assets	(382)	-
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	8,255	(118,742)
Decrease in due from government organizations	6,335	41,867
Decrease (increase) in inventories held for use	2,154	(2,688)
Increase (decrease) in accounts payable and accrued liabilities	259,881	(160,182)
Net change in cash from operating activities	324,830	(61,912)
Capital activities:		
Cash used to acquire tangible capital assets	(38,841)	(14,775)
Proceeds on sale of tangible capital assets	3,818	-
Net change in cash from capital activities	(35,023)	(14,775)
Net change in cash and cash equivalents	289,807	(76,687)
Cash and cash equivalents, beginning of year	578,130	654,817
Cash and cash equivalents, end of year	$ 867,937	$ 578,130

See accompanying notes to financial statements.

1. Nature of Operations

The Society was incorporated under the Society Act on June 26, 1987. Currently, the purpose of the Society is to provide event management leadership to achieve sport, individual and community development.

Approximately 82% of the Society's annual revenues are received from the Province of British Columbia with the remainder generated from corporate sponsors, surpluses from host societies, athlete registration fees, contract service and interest.

The BC Winter Games, the BC Summer Games and the BC Seniors Games are planned and operated by societies incorporated in the host community for each event. These financial statements do not reflect the revenues and expenditures of the local societies.

BC Games Society is exempt from income taxes under the Income Tax Act.

2. Summary of significant accounting policies

The term "Society" is used to mean the BC Games Society

(a) Basis of accounting:

The accompanying financial statements are prepared in accordance with Public Sector Accounting Board standards of the Chartered Professional Accountants of Canada without any elections to follow standards for government not-for-profit organizations.

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

The Society's financial instruments include cash and cash equivalents, accounts receivable, amounts due from government organizations, accounts payable and accrued liabilities.

All financial instruments are measured at amortized cost using the effective interest method. Gains and losses are recognized in the Statement of Operations and accumulated surplus when these financial instruments are derecognized due to disposal or are impaired. Transaction costs related to the acquisition of these financial instruments are included in the cost of the related instruments.

The Society does not have any financial instruments, such as portfolio investments that are quoted in an active market or derivative instruments, which are valued at fair value, and therefore, no Statement of Remeasurement of Gains and Losses has been included.

2. Summary of significant accounting policies (continued)

(d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, is amortized on a straight-line basis over their estimated useful lives, as follows:

Asset	Basis	Rate
Computers and application software	Straight Line	3 – 5 Years
Registration software and computer cabling	Straight Line	5 Years
Bedding, torch, flags and signs for Host Societies	Straight Line	12 years
Furniture and equipment	Straight Line	10 years
Leaseholds	Straight Line	over the term of the lease

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Society's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art, historic assets, and intangibles

Works of art, historic assets, intangible assets and items that have been purchased, developed, or inherited in right of the Crown are not recorded as assets in these financial statements.

(iii) Inventories held for use

Inventories held for use are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties. Replacement cost is the estimated current price to replace the items.

2. Summary of significant accounting policies (continued)

(e) Revenue recognition

Revenues are recognized in the period in which the transactions or events occurred and gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose. Restricted contributions that must be maintained in perpetuity are recorded as revenue when received or receivable, and are presented as non-financial assets in the statement of financial position.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

Donated or discounted goods and services are recorded at fair value.

Receipt of surplus from Summer and Winter Games Societies are recorded at the earlier of cash receipt and final determination of the amount of the surplus.

Investment income includes interest recorded on an accrual basis, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

(f) Provincial contributions

The financial statements do not reflect certain administrative expenses incurred and paid directly by the Province of British Columbia in the delivery of the games.

(g) Legacy Funds – Host Communities

Host communities retain 100% of profits from souvenir sales and 50% of their operating surplus, if any, and all interest earned as part of their legacy fund.

(h) Grants to Host Societies

Grants to host societies are recorded as an expense when disbursement of funds has been authorized, eligibility criteria have been met and a reasonable estimate of the amount can be made.

2. Summary of significant accounting policies (continued)

(i) Use of estimates

The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Key areas where management has made estimates and assumptions include those related to the useful life of tangible capital assets and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(j) Budget figures

Annual budget figures are determined by the Society's CEO based on approved funding available, as well as the geographical location of the Society's upcoming games to reflect travel and accommodation expenses for staff and athletes. The Society's budget for fiscal year 2014 was initially approved by the Board of Directors in January 2011 and again in January 2013 when the budget was revised upon finalized provincial funding that was granted to the Society. The original 2011 budget for fiscal 2014 is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Financial Assets.

3. Cash and cash equivalents

	2014	2013
Unrestricted cash	$ 359,049	$ 73,569
GICs	508,888	504,561
	$ 867,937	$ 578,130

4. Due from other government organizations

The amount due from other government organizations pertains to Goods and Services Taxes (GST) which has been paid on the Society's purchases and expenses, net of GST collected from athlete registration revenue.

5. Accounts payable and accrued liabilities

	2014	2013
Trade accounts payable	$ 4,690	$ 32,124
Salaries and benefits payable	23,321	20,736
Accrued vacation pay	7,387	10,043
Other accrued liabilities	309,386	22,000
	$ 344,784	$ 84,903

6. Tangible capital assets

	Registration software	Application software	Computers	Bedding, torch, flags and signs for Host Societies	Furniture and equipment	Cabling	Leasehold improvements	2014 Total
Cost								
Opening Balance	$345,881	$20,841	$26,018	$163,151	$49,073	$8,439	$21,444	$653,844
Additions	11,718	4,466	2,998	19,670	-	-	-	38,841
Disposals	(3,818)	(6,047)	(1,486)	-	-	-	-	(11,363)
Closing Balance	353,781	19,259	26,509	202,821	49,073	8,439	21,444	681,322
Accumulated amortization								
Opening Balance	317,722	15,617	13,870	115,114	20,332	8,439	18,454	509,545
Amortization	10,937	2,682	5,474	16,019	4,908	-	865	40,935
Disposals	(382)	(6,047)	(1,486)	-	-	-	-	(7,927)
Closing Balance	328,337	12,252	17,846	131,133	25,240	8,439	19,309	542,553
Net book value	$25,444	$7,007	$8,662	$71,688	$23,833	$-	$2,135	$138,769

6. Tangible capital assets (continued)

	Registration software	Application software	Computers	Bedding, torch, flags and signs for Host Societies	Furniture and equipment	Cabling	Leasehold improvements	2013 Total
Cost								
Opening Balance	$329,881	$16,913	$23,040	$161,905	$49,795	$8,436	$21,444	$633,444
Additions	16,000	1,928	12,344	-	503	-	-	30,775
Disposals	-	-	(10,375)	-	-	-	-	(10,375)
Adjustments	-	-	-	1,195	(1,195)	-	-	-
Closing Balance	345,881	18,841	25,010	163,101	49,073	8,436	21,444	629,844
Accumulated amortization								
Opening Balance	305,190	13,145	20,311	99,869	15,099	8,436	17,289	481,05
Amortization	11,932	2,672	3,934	19,248	4,804	-	965	38,884
Disposal	-	-	(10,375)	-	-	-	-	(10,375)
Closing Balance	317,722	15,817	13,870	119,117	20,202	8,436	18,454	509,540
Net book value	$28,159	$5,224	$11,140	$44,037	$29,741	$	$2,990	$144,299

During 2013, $1,195 was reclassified from furniture to bedding, torch, flags and signs for Host Societies.

7. Financial risk management

The Society has exposure to the following risks from its use of financial instruments: interest rate risk, liquidity risk and other price risk.

The Board of Directors ensures that the Society has identified its major risks and ensures that management monitors and controls them.

It is management's opinion that there have been no changes to the Society's risk exposures from the previous fiscal year.

(a) Interest risk

Interest rate risk is the risk that the rate of return and future cash flows on the Society's GIC investments will fluctuate because of changes in market interest rates. The Society is not exposed to significant interest rate risk relating to its financial assets and liabilities.

(b) Liquidity risk

Liquidity risk is the risk that the Society will encounter difficulty in meeting obligations associated with financial liabilities. The Society enters into transactions to purchase goods and services on credit. Liquidity risk is measured by reviewing the Society's future net cash flows for the possibility of a negative net cash flow. The Society manages the liquidity risk resulting from its accounts payable obligations by maintaining significant cash resources and investing in liquid investments.

(c) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Price risk is managed by holding investments to maturity.

(d) Fair value of financial instruments

The carrying amounts of cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities approximate fair value because of the short maturity of these instruments.

8. Surplus from Host Societies

Surplus from the host societies is comprised of:

	2014	2013
Vernon 2012 Winter Games Society	$ -	$ 101,752
Surrey 2012 Summer Games Society	-	128,960
	$ -	$ 230,712

The Mission 2014 Winter Games took place in February 2014 and will be reported in fiscal 2015.

9. Contractual revenues

During the year, the Society entered into a Service Contract with ViaSport British Columbia Society ("ViaSport") to manage the operations of Team BC, which is a team of athletes, coaches, managers and mission staff that is assembled by the Province of British Columbia to represent the province at Canada's various multi-sport events.

The Society receives funds from ViaSport on a quarterly basis in the amount of total Team BC operating costs incurred by the Society in the respective quarter.

Team BC operating costs (note 10) consist of salaries paid to the operations manager, travel expenses, publication and marketing expenses, and other miscellaneous operational and administrative expenses.

	2014	2013
Revenues from ViaSport service contract	$ 146,691	$ -
Miscellaneous contractual revenues	1,200	2,239
	$ 147,891	$ 2,239

10. Expenses by object

The following is a summary of expenses by object:

	2014	2013
Advertising and promotions	$ 47,295	$ 68,066
Computer maintenance	5,011	8,370
Amortization	40,935	38,865
Games operating costs	514,769	553,624
Insurance, leases and utilities	171,310	159,911
Office and business expenses	91,301	56,518
Operating grants	521,500	869,500
Professional services	68,464	53,295
Salaries and employee benefits	747,905	720,460
Team BC operating costs	146,691	-
Travel and accommodation	84,322	101,900
	$2,439,503	$2,630,509

11. Contractual obligations

The Society has commitments arising from contractual agreements for office equipment, television advertising, employment services, and a lease for office premises. It is responsible for all operating costs associated with the property lease. These operating costs totalled approximately $29,925 in 2014 (2013 - $29,950) and are in addition to the amounts reported below. The Society is also committed to provide funding to host societies for staging of future games events:

	2015	2016	2017	2018	2019
General commitments	$ 260,152	$ 106,435	$ 103,634	$ 80,412	$ 80,412
Host Society commitments	859,000	450,000	780,000	450,000	725,000
	$1,119,152	$ 556,435	$ 883,634	$ 530,412	$ 805,412

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